

Item: Board of Governors Minutes, November 1993
Call Number: Board of Governors Fonds UA-1, 59.17

Additional Notes:

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Minutes of the Meeting of the
Board of Governors held on Tuesday,
November 16, 1993 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT:

Mr. Allan C. Shaw Chairperson	Ms. Bernadette Macdonald
Dr. D. Wayne Bell	Mr. George W. MacDonald
Mr. Dov Bercovici	Ms. Suzan MacLean
Mr. Robin N. Calder	Hon. Jacqueline Matheson
Dr. Howard C. Clark President	Dr. Carmen F. Moir
Mrs. Charlotte Cochran	Dr. Norman G. O. Pereira
Mr. James S. Cowan Vice-Chairperson	Mrs. Ann Petley-Jones Honorary Secretary
Dr. Kenneth Dunn	Mr. Jefferson Rappell
Dr. Brian Flemming	Mrs. Josie Richard
Mr. Fred S. Fountain	Mr. John C. Risley Honorary Treasurer
Mrs. Cynthia Gorman	Mr. Kenneth C. Rowe
Mr. Lewis Jacobson	Ms. Tina Sweeney
Ms. Carolyn Johnson	Miss Barbara Walker Vice-Chairperson
Mr. Thomas E. G. Lynch	Mrs. Carol D. Young

Also present were Mr. George Piercey (immediate past Chairperson, Board of Governors); Dr. Deborah Hobson (Vice-President, Academic and Research); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Dr. R. O. Fournier (Associate Vice-President, Research); Dr. Jennifer Bankier (acting President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. W. L. Lord (Director, Physical Plant & Planning); Mr. Ian Nason (Director, Financial Services); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Betty Flinn (Director, Alumni Affairs); Dr. William Louch (Director, Environmental Health and Safety); Mr. William Straitton (Campaign Director); Mr. Bob Edgett (Director of Campaign Planning); Mr. John Leslie (Campaign Counsel); Ms. Mary Somers (Editor, "Dal News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mr. Daniel M. Campbell, Mr. J. Dickson Crawford, Dr. Margaret Hansell, Dr. William Hare, Mr. Donald A. Kerr, Dr. Patricia Lane, Dr. Sharon Oliver, Mr. Byron G. Sarson and Dr. Maxine Tynes.

The Chairperson called the meeting to order at 4:00 p.m.

Approval of Agenda

Board Members agreed to accept the Agenda as circulated.

Minutes of Board Meeting of October 19, 1993

Miss Walker moved and Mrs. Gorman seconded a motion THAT the Minutes of the Board Meeting of October 19, 1993 be approved as circulated. The motion carried.

**Presentation
Ocean Studies (Dr. R. O. Fournier)**

Mr. Shaw observed that, at a Finance and Budget Committee meeting a few months ago, it became clear that our commitment and involvement in Ocean Studies was perhaps not as well known as it should be. He recalled that Ocean Studies and Health Studies are mentioned in our Mission Statement as the two areas of emphasis that we would initially concentrate on in terms of building and maintaining distinctive strengths, while pursuing excellence in all undertakings. He expressed his appreciation to Dr. Fournier who is currently a Professor of Oceanography, the Associate Vice-President (Research) and Executive Director of Ocean Studies at Dalhousie for his willingness to make a presentation to Board Members about Ocean Studies.

Dr. Fournier gave a brief overview of the Ocean Studies Faculty noting that 236 people are associated with Ocean Studies at Dalhousie University. Seventy of those are Dalhousie Professors, 129 are adjunct professors primarily from the Bedford Institute of Oceanography, the National Research Council, TUNS, and Saint Mary's University, 21 are Research Associates and 16 are Postdoctoral Fellows. He indicated that faculty involved in Ocean Studies are widely distributed throughout the University in almost every Faculty or in various Research Programs and facilities. He noted there are a total of 104 Ocean Studies Courses being offered during the current academic year in eleven different departments with a total enrolment of 1501 students. With respect to undergraduate and graduate program offerings he noted the Marine and Environmental Law Program has the largest number of students. He noted the following recent highlights and new initiatives that are a part of Ocean Studies research: "Waiting Wives : Women of the Nova Scotia Fisheries", Dr. Marian Binkley, Sociology and Social Anthropology; "Riding out the Storm : Sustainable Development and Fisheries Dependant Economics", Dr. Richard Apostle, Sociology and Social Anthropology; "Geodynamic Models of Geological Processes", Dr. Christopher Beaumont, Oceanography; "Ecoplata - Integrated Environmental Study of the Coastal Zone of Uruguay in the Rio de la Plata", Dalhousie/BIO/Acadia - INAPE/SOHMA/Universidade; "A Decision Support System for Harbour Management", Dalhousie/TUNS/ASA Consulting/Biosystems Response; and "IBM Environmental Research Program", Dr. Keith Thompson, Oceanography. He mentioned two major Oceans Research Programs,

namely OPEN (Ocean Production Enhancement Network) which is a National Centre of Excellence and the Marine Gene Probe Laboratory. He reviewed research funding contracts and grants; overhead revenue for contract research; and funding from 1989 to 1995 for international development activities totalling \$4,987,720 for projects in Indonesia, the Philippines, Jamaica and Uruguay. He observed that formal university linkages based on marine activities are in place with the University of Massachusetts in Boston, the University of Tromso in Norway, the University of West Indies in Jamaica, the Government of Uruguay, and the Chulabhorn Institute in Thailand. He noted that the following facilities at Dalhousie provide the necessary infrastructure for Ocean Studies: the Aquatron Laboratory, the Marine Gene Probe Laboratory, the Centre for Marine Geology, the Centre for Foreign Policy Studies, the Marine and Environmental Law Library Collection, the International Ocean Institute and the Ocean Institute of Canada. He observed that the Aquatron Laboratory is unique in the world and noted that its facilities include two mesocosm tanks (pool/tower), two marine mammal tanks, 13 controlled environment seawater laboratories, four large tank ambient seawater laboratories, a cold seawater flume tank, a swim tunnel respirometer and a wave tank.

At the conclusion of his presentation, Dr. Fournier responded to various questions and comments. In doing so he noted that OPEN II will address questions about the state of the fisheries during which they will consider the two opposing views that mismanagement/overfishing is the cause of the problems or we are dealing with a natural cycle that will "bounce back". He observed that some of their linkages such as with the Bedford Institute of Oceanography are informal with regular and constant exchanges of people and therefore easy to maintain. He noted that the Oceans Forum which they have established is the operative mechanism that enables information to be exchanged and other linkages maintained. In response to encouragement from Mr. Rowe for Dalhousie to be more in touch with the local industries and to become more practical, Dr. Fournier noted that involvement with 30-40 private sector companies and an analysis of past experiences with industry are both positive, recent developments to address that concern. Mr. Risley observed that as a result of private sector involvement the agenda for OPEN II is far more specific. Dr. Bankier suggested that there are many opportunities for co-operation between the University and the business community, but that we need to be mindful of the different missions of those two groups.

President's Report

The President drew attention to a recent conference he had attended with Canadian university presidents and ten presidents of Chinese universities; funding constraints facing universities across the country; "Maclean's" third annual ranking of universities; the proposed collaborative nursing program between the Victoria General Hospital, Camp Hill Medical Centre and the Dalhousie School of Nursing; and Legislation regarding the Public Sector Unpaid Leave Act. A copy of the President's Report is attached to these minutes.

Items for decision

Nominating Committee Recommendations

Mr. Piercey moved and Mrs. Petley-Jones seconded a motion THAT, on the recommendation of the Nominating Committee, Dr. Ken Dunn be appointed as the Senate representative to the Student Relations and Residence Committee; THAT Mrs. Josie Richard be appointed as the Board of Governors' representative to the Senate Library Committee; THAT Mr. Don Cherry be appointed to the Retirees' Trust Fund and to the Investment Committee. The motion carried.

In response to an inquiry made by Mrs. Gorman at the September 21 Board meeting, Mr. Piercey noted that currently there are four unfilled Order in Council appointments to the Board.

Master of Science in Health Services Administration/Bachelor of Laws Program

It was noted that information had been pre-circulated about the proposed Master of Science in Health Services Administration/Bachelor of Laws Program and Dr. Hobson observed that the program was a combination of two existing programs that would attract high calibre students. Dr. Clark moved and Mrs. Petley-Jones seconded a motion THAT, on the recommendation of Senate, the Board approve the proposed combined Master of Science in Health Services Administration/Bachelor of Laws Program. The motion carried.

Items for discussion

Critical issue : Role of the Board

Mr. Shaw commented that background information by way of a summary of what transpired at the Orientation Session for new Board Members last month had been sent to all Board Members and he hoped that summary might generate some comments, questions and

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suggestions. He observed that an integral part of the discussion about the role of the Board would include the size and composition of the Board, and in recognition of the numerous concerns expressed about that, a committee had been established to review the size and composition of the Board of Governors and to report no later than February 1, 1994. He noted that the composition of the committee is as follows: Mr. James S. Cowan (Chair), Mr. Dov Bercovici, Dr. Ken Dunn, Mrs. Cynthia Gorman, Mrs. Ann Petley-Jones, Mr. George Piercey and Mr. Ken Rowe. He indicated that there would be an opportunity for interested Board Members to contribute to the work of the Review Committee and there would be a full discussion of their findings at a Board meeting once their report is completed. He also observed that the establishment of this Review Committee is in keeping with the findings and recommendations of the Feasibility Study for the Capital Campaign.

Dr. Pereira commented that one problem with the Board is that it is often faced with critical issues that it must make a decision about and by the nature of how we operate there is not adequate time to explore alternatives to what is being proposed. This, he suggested, can adversely affect morale and create the impression that the Board "acts as a rubber stamp" and he suggested we develop a system whereby preliminary notice is given about matters requiring decisions, and we should find a way to have more discussion and open involvement of the Board without getting into all the details. He suggested that preliminary information reports from Standing Committee Chairs would be a possible approach to keeping Board Members informed about what is happening.

By way of example, Mr. Shaw observed that there would be presentations and discussions arranged by the Finance and Budget Committee prior to a decision being taken about tuition fees.

Dr. Bankier inquired, and it was confirmed, that the CAUT (Canadian Association of University Teachers) "Governance and Accountability" Report would be made available to the Review Committee that is to consider the size and composition of the Board.

Mr. Risley suggested that the committee structure provides ample opportunity for ongoing interaction of Board Members with the Senior Administration and noted, for example, that any interested Board Member is welcome to attend meetings of the Finance and Budget Committee. In response to an inquiry from Mr. Jacobson about whether this included the Budget Advisory Committee, he was informed that would not be the case as it is not a Board Committee. Mr. Jacobson also inquired if there was to be a fourth report of the Budget Advisory Committee, and Dr. Clark

advised that there would be but that it would primarily be addressing enrolment management and other technical issues.

Dr. Moir expressed his interest in attending any meetings of the Finance and Budget Committee at which tuition fees would be discussed.

In response to a question raised by Miss Walker, it was noted that while Board Members would be welcome to attend Committee Meetings as observers they would not have a vote.

Mr. Bercovici acknowledged that the Board is too large and difficult to administer and inquired whether information was available about the size of other Boards that could be provided. It was noted that some survey information about the size of other Boards could be gathered and given to the Review Committee to assist in its deliberations about the size and composition of the Board.

Dr. Pereira asked if there would be an opportunity for discussion about the third report of the Budget Advisory Committee at some time, and Mr. Shaw acknowledged that, while he did not want to usurp Faculties' or Senate's role when the Report was being discussed at the previous meeting, once submissions come forward to the Board after the various Faculty and Senate reviews have been completed, there can be a discussion but he cautioned that we must remain clear about the role of the Board and not confuse it with the role of Senate or the Faculties.

Environmental Health and Safety Report

Dr. Clark noted that a status report, prepared by Dr. William Louch, Director of Environmental Health and Safety, was pre-circulated, and that the Report outlined the history and current parameters of the University's environmental health and safety program, and recommends that we undertake an externally-designed internal audit of the program this year. Dr. Clark then commented that it was his pleasure to introduce Dr. Louch who came to Dalhousie three years ago after several years' experience with the Canadian Centre for Occupational Health and Safety.

Dr. Louch provided an overview of the Environmental Health and Safety Report noting that Dalhousie's program is based on a policy and procedure manual adopted by the President in 1988. He commented on the complex array of federal, provincial and municipal acts, regulations and ordinances that prescribe minimum standards of institutional environmental health and safety behaviour. He observed that Dalhousie has been fortunate to be in the position of being able to develop an Environmental Health and Safety Program which addresses the needs of the University,

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its employees and students, in an academic rather than industrial context. He reviewed the various program elements which include the organization's policy, the joint health and safety committee, workplace inspections as a preventive measure, emergency planning, accident reporting and investigation, communications, health and safety training programs, infection control, radiation safety, fire safety, trade and custodial safety programs, medical policies and programs, chemical safety, diving safety, and safety audits to identify areas in which improvements are needed. Dr. Louch noted that they were first proposing to do an internal audit using a model developed by the College, University and School Safety Council of Ontario (CUSSCO) before doing an external audit which would cost between \$5,000 to \$10,000. Mr. Risley recommended, and Board Members agreed, that the results of the internal audit should be brought to the Board before they embarked upon an external audit.

Confidential summary of Capital Campaign Feasibility Study

Mr. Shaw announced with great pleasure that we had been successful in getting a first-class Chair for our Capital Campaign. He noted that a public announcement would not be made until January, but he wanted to let Board Members know that Dr. Cedric Ritchie had agreed to be the National Chair for the upcoming Capital Campaign. He noted that Dr. Ritchie is Chairman of the Board of the Bank of Nova Scotia, a member of the Dalhousie Board of Governors and a recipient of an honorary degree from Dalhousie and other universities. Mr. Shaw commented that it is a mark of Dr. Ritchie's confidence in Dalhousie that he has agreed to be National Chair and that in so doing he has given us an excellent start.

Mr. Eberhardt noted that there had been an update on the feasibility study at the June Board meeting and an extensive briefing on campaign planning and the action plan at the September meeting. With respect to the Feasibility Study he explained that Mr. John Leslie, Campaign Counsel, had designed the questions for the target group interviews in consultation with Senior Administration. He noted that 50 interviews were conducted from a list of 70 names and two focus group sessions, one being with seven students and another with seven Faculty members, were held. In developing the list of 70 names he commented that they had been interested in those individuals who would play an active role in the campaign, be potential contributors, and were knowledgeable about the university. He noted that the then Vice-President (Academic and Research), the Dalhousie Student Union and the Senate had recommended names of faculty and students for the focus group sessions.

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Dr. Bankier commented that some of the findings, particularly the one that suggests we have a faculty labour arrangement that hinders productivity, are debatable.

Mr. Straitton, Campaign Director, was introduced and he noted that he is looking forward to a successful campaign and is very pleased about Dr. Ritchie agreeing to be National Chair.

It was noted that the campaign kick-off date is not known yet. Mr. Shaw then indicated that he wanted to have monthly updates for the Board about the Capital Campaign.

Items for Information

Business Development Information Incorporated Report

Mr. MacDonald noted that a Report about Business Development Information Incorporated (BDI) had been distributed at the meeting and he briefly reviewed the Report. In so doing, he noted that BDI had been incorporated in March of 1992 and its mission is to provide accurate, comprehensive, and, most importantly, current information for business and government decision making. He commented that BDI is the brainchild of the Nova Scotia Department of Economic Development and Tourism and the European Policy Research Centre Ltd., a company associated with Strathclyde University in Glasgow, Scotland. He noted that BDI is a unique example of government, academic and business cooperation, and that Dalhousie owns 60 percent of the company. He noted that BDI is now marketing two products: CANLOC and EUROLOC which are online databases that consist of government financial incentive program information. He observed that BDI is unique, is not in competition with anyone in the private sector, and has already contributed \$242,000 to Dalhousie as a result of CANLOC. Mr. MacDonald suggested that if BDI earned a profit it should go to the Faculty that helped create it to encourage such activities and he recommended that a policy to that effect should be put in place.

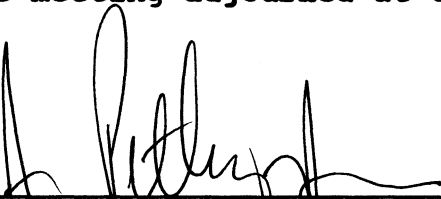
Development Committee Report

Mr. Fountain commented briefly on the Report of the Development Committee which had been distributed at the meeting noting Annual Fund and Phonathon successes, and commending Dr. Goldbloom's leadership with respect to the Annual Fund. He also expressed his pleasure and indicated how fortunate we are that Dr. Ritchie has agreed to be National Chair for the Capital Campaign. He concluded his remarks by encouraging all Board Members to participate in donating to the Annual Fund.

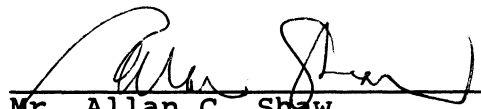
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Dr. Clark noted, in response to an inquiry from Dr. Dunn, that we are at the moment seeking to confirm that the cash flow is sufficient and once that is known we will proceed with the search for a Chair for the James Robinson Johnston Chair in Black Canadian Studies.

The meeting adjourned at 6:00 p.m.



Mrs. Ann Petley-Jones
Honorary Secretary



Mr. Allan C. Shaw
Chairperson

Attachment: The President's Report



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Dalhousie University
Board of Governors
Report of the President

November 1993

1. External

On 5-7 November, I attended an interesting conference of some twenty Canadian university presidents and ten presidents of Chinese universities. We discussed cooperation programmes that have been underway over the past 5-7 years, and areas of possible future cooperation. Dalhousie has associations with Xiamen University where a Canadian-type MBA programme has now been established, and with TUNS we are collaborating with Peking University and Tsinghua University in Environmental Studies.

2. Funding

It is increasingly clear that Dalhousie, and other Nova Scotia universities, are not alone in facing severe financial constraints. Universities in Alberta face a 20% reduction over two years, and a 5% roll-back in salaries. Saskatchewan and Manitoba expect funding to be reduced again in 1994-95. Ontario universities, which had expected, following the social contract negotiations, a constant level of funding over the next three years, have already been told that funding in 1994-95 will be reduced by \$24 million.

3. Maclean's

The November 15 issue of Maclean's magazine contained the third annual ranking of universities. A portion of that report is attached.

4. Nursing

Discussions over a considerable period of time between the Victoria General Hospital, Camp Hill Medical Centre and the Dalhousie School of Nursing have led to a proposal for a collaborative programme that would expand the intake into the B.Sc.(N) programme from 66 to 150 students annually. In addition to the use of space and library resources, the hospitals will provide some nursing educators as well as support staff and operating expenses.

When a satisfactory contractual agreement has been negotiated by all parties, a formal recommendation will be brought to the Board for approval. A more detailed description is attached.

5. Legislation

Bill No. 41 Public Sector Unpaid Leave Act is still before the Law Amendments Committee and any possible amendments to it have not been finalized.

Attachments

Bachelor of Science in Nursing Expansion/ Collaboration with the Victoria General
Hospital and Camp Hill Medical Centre

Discussions regarding collaboration in nursing education in Halifax involving Dalhousie University's School of Nursing, the Camp Hill Medical Centre and the Victoria General Hospital have been ongoing for a number of years on an informal basis and formally since 1991. There is a national movement to close diploma nursing education programs in favour of university degrees as the occupational entry qualification for nursing.

The three organizations have recently completed a proposal for a collaborative program which would expand the intake to Dalhousie's BSc(N) program from 66 to 150 students annually, with the required resources coming from a combination of tuition fees and the retention by the Victoria General of a portion of its current Department of Health funding for diploma education. (The Camp Hill program was amalgamated this fall within the V.G. program.) The V.G.'s funding would be used to employ nurse educators who would participate in instructional activities under the academic direction of the Dalhousie School of Nursing, as well as providing some support staff and operating expenses. Space and library resources at the hospitals will be retained for the program.

The current financial situation at the V.G. has led the hospitals to accelerate the approval process for the proposed collaborative project and to seek the commitment of the Department of Health to the funding of the hospitals' participation. The V.G. will be announcing the closure of its nursing program today (November 16) with no future intake of students and continuation of staff only until current students would normally graduate.

Within the University an extensive examination of the collaborative proposal, particularly the financial, space, teaching resources, student demand and organizational aspects, has been conducted. It appears that, subject to the proposed commitment of the government funding and the achievement of a satisfactory contractual agreement among the parties, the proposed collaborative program will be educationally beneficial and financially sound.

November 16, 1993

PROGRAMME PROPOSAL

Combined Master of Science in Health Administration/Bachelor of Laws Programme

At its meeting of August 23, 1993, the Senate, on the recommendation of the Faculty of Graduate Studies, approved the establishment of a Combined Master of Science in Health Administration/Bachelor of Laws Programme.

The Combined MHSA/LLB programme is a four-year full-time programme, modelled on the MBA/LLB, MPA/LLB, and MLIS/LLB combined programmes already in existence. The proposed programme is a careful melding of two already existing programmes, in order that those involved in health organizations who need to be fully conversant in law, research, and administration can obtain both degrees more efficiently.

This programme is not a new programme, in that it involves no new courses and no additional faculty or staff, and will rely on existing library resources. It will therefore require no additional resources.

The programme fits within the mandate of the University in that Health Studies is one of the areas of special emphasis identified in Dalhousie's 1990 Mission Statement. The programme will be a first for Dalhousie and for Canada, since no other programme of its type exists in the country.

Students enrolled in the combined programme must meet the entrance requirements of both programmes, and fulfil the degree requirements of both. The only exception is that the combined programme can be completed in four years, taking less time than it would normally take to obtain each degree separately.

BE IT RESOLVED, UPON THE RECOMMENDATION OF SENATE THAT:

The Board approve the proposed Combined Master of Health Services Administration/Bachelor of Laws Programme.